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Annual overview report of the United Nations System Chief Executives Board for Coordination for 2001**

Summary

With the adoption, by the United Nations system, of the Millennium Declaration as the single, overarching policy framework to guide its efforts in support of global development, the United Nations System Chief Executives Board for Coordination (CEB) focused its attention on orchestrating closer inter-agency cooperation towards the attainment of the millennium development goals. The increasing number of reports of the Secretary-General to the Economic and Social Council and other intergovernmental bodies reflect, to one extent or another, this rising trend towards more system-wide cooperation and initiatives, a trend that points to the emergence of a true concept of a unified system that CEB is endeavouring to represent.

During 2001, the Executive Heads continued their reflection on globalization and its interrelated dimensions, noting the need to redress its negative aspects, particularly as regards poverty, hunger, health, education, employment, the environment, and the links between migration and problems posed by refugees and internally displaced persons.

The main focus of the CEB agenda during 2001 was to ensure a systematic and effective follow-up to the United Nations Millennium Declaration and, in particular, a concerted system-wide response to the achievement of the millennium development goals. To this end, CEB addressed the follow-up to the outcome of the Millennium Summit through a two-pronged strategy, namely, resource mobilization for attaining

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the millennium development goals at the national, regional and global levels, and its monitoring and review processes. CEB reiterated that the millennium development goals are primarily commitments by Governments and, in that regard, the supportive role of the United Nations system is crucial at the national, regional and international levels.

A great deal of attention was also devoted by CEB to strengthening system-wide support for the sustainable development of Africa through the New Partnership for Africa's Development (NEPAD), an Africa-owned and Africa-led initiative. It agreed that NEPAD provided the framework for United Nations system interventions in support of Africa's development, and decided to fully support the vision of African leaders to take charge of their own development.

The year 2001 marked the successful transition of CEB and its subsidiary structure from a hierarchical and rigid system of inter-agency committees to "networks" of specialists from different areas who interact with one another with the help of modern information technology, and ad hoc inter-agency groups that are time-bound and task-oriented under lead agency arrangements, as well as a consolidated CEB secretariat.

In addition to the above, the present report also addresses administrative issues of system-wide concern, focusing on staff security and safety, and the United Nations System Staff College, and provides information on assistance to countries invoking Article 50 of the Charter of the United Nations as requested by the Committee for Programme and Coordination.

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Introduction

1. The Millennium Summit of 2000 and the United Nations Millennium Declaration[1] have brought a new impetus to inter-agency cooperation. The United Nations system has adopted the Millennium Declaration as the single overarching policy framework to guide its work in support of global development. This commitment to making the Millennium Declaration the common agenda of the United Nations system is a crucial element in support of member States who are, first and foremost, themselves responsible for implementing the Millennium Declaration.

2. During 2001, the United Nations System Chief Executives Board for Coordination (CEB) pursued its discussions on the integrated and coordinated follow-up to the Millennium Summit, addressing, in particular, the themes of resource mobilization with special attention to inter-agency collaboration in promoting a successful outcome for the International Conference on Finance and Development held in Monterrey, Mexico, in March 2002; the launch of a system-wide advocacy campaign in support of the millennium development goals; and the system's support for the process of monitoring and review of the implementation of the United Nations Millennium Declaration. It also dealt with the support of the United Nations system to the New African Initiative (now known as the New Partnership for Africa's Development (NEPAD)), and with important common management concerns such as staff security and safety.

3. During 2001, significant progress was also made in finalizing the reform process within CEB itself. The new name by which the former Administrative Committee on Coordination (ACC) is now called — the United Nations System Chief Executives Board for Coordination — is intended to reflect not only its composition but also the new sense of shared purpose among the organizations of the United Nations system that underlies its work. CEB also completed the transformation of its subsidiary structures from a multilayered and somewhat rigid array of inter-agency committees into two high-level committees — the High-level Committee on Programmes (HLCP) and the High-level Committee on Management (HLCM) — complemented by flexible "networks" of specialists in different areas of common concern, along with time-bound and task-oriented inter-agency arrangements, and a consolidated secretariat.

4. The present overview report provides highlights of the work of CEB and its two Committees, HLCP and HLCM, during 2001. In so doing, the report aims to provide a broad picture of the state of inter-agency cooperation and of how policy guidance from central intergovernmental bodies is shaping programmes and activities within the United Nations system. As such, it should assist Member States in reviewing progress in system-wide coordination, and contribute to a dynamic dialogue between the central intergovernmental bodies and the United Nations system. It should be read in conjunction with the substantive reports before the different segments of the Economic and Social Council, most of which are the product of inter-agency collaboration.

5. In keeping with the request of the Committee for Programme and Coordination (CPC), this report includes concrete examples of inter-agency collaboration within the broad policy framework established by CEB pursuant to intergovernmental decisions. It also responds to the request of the Economic and Social Council in its decision 2001/321 of 24 October 2001 for a comprehensive report on the reform of the CEB machinery.

I. Globalization and the response of the United Nations system

6. Since 1998, Executive Heads in CEB have engaged in a reflection on the demands placed on the national and international systems by the new global environment. Their objective has been to deepen their understanding and develop broad elements of common policy to address the various dimensions of globalization.

7. Over the course of three years, CEB has covered a wide spectrum of issues relating to globalization and their implications for the work of the system. In 2001, CEB focused on health and other social implications of globalization, and on financing for development. Drawing on a paper presented by the Director-General of the International Labour Organization (ILO) on an integrated approach to policy formulation, identifying interrelationships among the economic and social aspects of globalization, Executive Heads discussed how poverty programmes, employment generation and social services can be sustained in the policy

environment of fiscal contraction and liberalization that is typically associated with globalization.

8. Executive Heads recalled that while the potential benefits of globalization are evident, its negative consequences, in terms of growing disparities and greater vulnerabilities, need to be redressed. Strengthening national and international governance was seen as key both to spreading the benefits of globalization and to minimizing its negative impact, as well as to ensuring that a strong sense of priority is maintained for public interventions in relation to a broad spectrum of concerns, ranging from rural poverty, hunger, health, education and the environment to organized crime, drugs and human trafficking. The central importance of a labour market that generates quality employment was likewise strongly emphasized, as was the role of microcredit. The issue of migration was raised as a particularly crucial aspect of globalization requiring more focused policy attention at the international level. Links between the migration problematique and the problems posed by refugees and internally displaced persons were highlighted.

9. It was further noted that improved international governance should be characterized by a high degree of coherence in approaches, so that, for example, principles that apply to the free flow of goods, capital and services are also applied to labour. The role of the agencies of the United Nations system in assisting developing countries in strengthening their capacity to participate more effectively in international negotiations so as to promote a level playing field in areas ranging from agricultural subsidies to the opening of markets was emphasized. It was generally felt that, while better integration of the economic and social agenda is crucial, there is a need at the same time to further integrate the economic agenda itself, including trade, investment, official development assistance (ODA), fiscal stability, fiscal rules for globalization, and responsibility of transnational corporations in host countries.

10. At its two sessions during 2001, CEB considered a number of inter-agency initiatives and international developments that were directly relevant to spreading the benefits of globalization. In the field of information and communication technologies (ICT), Executive Heads addressed the positive contribution of modern ICT in linking remote areas to sources of information and, more generally, in raising productivity and efficiency as well as developing countries' capacity to compete and integrate in the global economy. The recent attention given by the Economic and Social Council to ICT-related issues encouraged the United Nations system to enhance its efforts to help bridge the digital divide, as an integral part of the effort to spread the benefits of globalization.

11. In the same broad context, and in addressing the mutually supporting roles that the organizations of the system can play in the struggle against poverty, Executive Heads highlighted in their discussions the essential contribution of the transport and communication agencies to sustainable development. In establishing global standards and regulations in this sector, these agencies contribute directly to poverty alleviation and job creation in developing countries.

II. Follow-up by the United Nations system to the outcome of the Millennium Summit

12. At their retreat held in conjunction with the CEB second regular session of 2001, the Executive Heads pursued their discussion on the follow-up by the United Nations system to the Millennium Summit in the light of the report of the Secretary-General (A/56/326) on the road map towards the implementation of the United Nations Millennium Declaration. They focused on two themes: resource mobilization to attain the millennium development goals at the national and international levels, and the process of review and monitoring of the implementation of the United Nations Millennium Declaration.

13. Executive Heads recalled that the United Nations Millennium Declaration had set precise quantitative targets, and that one of the challenges before the system was to mobilize resources to achieve the millennium development goals. They regarded the International Conference on Financing for Development as a critical opportunity not only to advance a key aspect of the millennium development goals but also to align financing policies and priorities for poverty eradication. Special emphasis was also placed on strengthening of country-level cooperation among all United Nations system partners. The strong consensus that emerged on the importance of partnership and country ownership was seen as an indicator that a strong common basis exists to build effective synergies between different frameworks for

country-level coordination. More generally, it was felt that the degree of commitment and support shown by the system to the preparatory process for the Monterrey Conference augured well for an effective and participatory follow-up process.

14. On the second theme — the process of monitoring and review of the United Nations Millennium Declaration — the discussions highlighted the importance of the contribution of the system to an effective follow-up to the Millennium Declaration in terms of both policy advice and advocacy.

15. Executive Heads discussed not only the relationship and balance between economic and social objectives but also the relationship among political, humanitarian and development issues and, in this regard, issues relating to modalities for monitoring and reporting that would adequately reflect and further these relationships. Conflict prevention was seen as a relevant and graphic illustration of an area where much more needs to be done to develop effective, integrated approaches that would bring into play in a more systematic and institutionalized way, the extensive and very relevant knowledge and capacities available in different parts of the system. Executive Heads stressed that the first signals that tensions might turn into armed conflict — indications arising from economic and social discrimination, exclusion of populations from the development process, discriminatory practices — often come from within the development area.

16. Executive Heads agreed that the campaign for the millennium development goals would be the focus of their retreat at the CEB first regular session of 2002 and that special emphasis would be placed, in this context, on the contribution of the system to the poverty eradication goals of the United Nations Millennium Declaration. In this regard, they endorsed the following recommendations of HLCP: (a) that the poverty paradigm should be broadened to include social, educational, nutritional, health and cultural dimensions, as well as such qualitative aspects as empowerment; (b) that organizations of the system should be invited to prepare an analysis of the contribution of their programmes to the Millennium Declaration's goal of reducing extreme poverty, and share them as required, with their governing bodies; (c) that the Millennium Declaration targets concerning poverty eradication should be a major focus of a system-wide campaign to mobilize world opinion and engage political leaders in achieving the millennium development goals; (d) that a comprehensive review be should be undertaken of the global funding requirements for reducing poverty by half by 2015; and (e) that the capacity of the system to achieve and monitor progress in poverty eradication should be strengthened through improved data as a common basis for analysis, as well as through closer interactions among officials throughout the system involved in work relevant to poverty eradication.

17. The system's commitment to supporting the Secretary-General in the effective discharge of its mandate for reporting on progress in achieving the goals and targets of the United Nations Millennium Declaration was underscored. CEB stressed that follow-up and monitoring processes should take a broad view of required actions at all levels, rather than be restricted to the contribution — crucial but basically supportive — of the international system. This approach should not in any way detract from the system's responsibility to pursue its role in a proactive and strategic way, in relation to both its advocacy and policy development responsibilities and its operational role geared to strengthening national capacity.

Inter-agency initiatives in the framework of the United Nations Millennium Declaration

18. In light of General Assembly resolution 55/162 of 14 December 2000, in which the Assembly had requested the Secretary-General to ensure system-wide coordination to assist with the implementation of the United Nations Millennium Declaration and invited him to identify, within the framework of ACC, innovative ways of enhancing cooperation and coherence throughout the United Nations system, HLCP undertook, with the United Nations Industrial Development Organization (UNIDO) as task manager, the preparation of an inventory of ongoing actions and initiatives throughout the United Nations system relevant to the Millennium Declaration. Guided by the report of the Secretary-General to the Assembly on the road map, the inventory was intended to provide quantitative and qualitative data on the United Nations system's activities vis-à-vis the goals and targets of the Millennium Declaration and to serve as a management tool for helping the United Nations system to identify gaps, overlaps and areas for inter-agency cooperation.

19. Given the inherent complexities in collecting data on such a range of issues from organizations across the system, the "pilot" inventory did show an impressive array of activities already under way throughout the system relevant to the follow-up of the United Nations Millennium Declaration. HLCP had a very useful discussion on the pilot report at its second regular session of 2001 (see ACC/2001/11), and encouraged all interested organizations to continue discussion on methodological issues but at the same time also provide additional information on their activities in support of the Millennium Declaration.

20. In response to the request of the CPC, a few selected examples of inter-agency collaboration and partnerships in advancing the goals of the Millennium Summit are presented below. It should be emphasized that these by no means present the totality of the system's efforts in following up on the United Nations Millennium Declaration but serve simply to illustrate the wide-ranging cooperation taking place in the system to implement the millennium development goals. In the areas of:

(a) Development and poverty eradication:

(i) The United Nations Millennium Declaration emphasized the importance of addressing the special needs of the least developed countries and ensuring the success of the Third United Nations Conference on the Least Developed Countries and the effective mobilization of the system in the preparation for the Conference including the Bretton Woods institutions and the World Trade Organization. Distinct but mutually supportive processes to ensure coordination were led by the Secretary-General of the United Nations, the Secretary-General of the United Nations Conference on Trade and Development (UNCTAD) and the Administrator of the United Nations Development Programme (UNDP). The last-mentioned mobilized the resident coordinator system and country teams in the least developed countries to ensure their effective contribution to the success of the Conference;

(ii) At the LDC Conference itself, a multi-agency technical assistance programme was launched with the objective of designing and implementing a coordinated effort to increase the level of foreign direct investment (FDI) flows into least developed countries and to maximize the benefits generated by FDI. UNCTAD, UNIDO, the Multilateral Investment Guarantee Agency (MIGA) and the Foreign Investment Advisory Service (FIAS) of the World Bank Group collaborate closely in this initiative;

(iii) Innovative arrangements were employed to ensure the participation of "all relevant stakeholders" towards the preparatory process for the International Conference on Financing for Development. These included close inter-agency collaboration among the secretariats of the World Bank, the International Monetary Fund (IMF), UNCTAD, UNDP and the Department of Economic and Social Affairs of the United Nations Secretariat in the preparation of relevant documents; secondment of staff to the coordinating secretariat in the Department of Economic and Social Affairs; convening of inter-agency consultations, workshops and round tables; and organization of the Conference itself;

(iv) With the aim of creating an environment conducive to development and poverty eradication in the area of trade and development, UNCTAD worked closely with other core agencies (the International Trade Centre UNCTAD/WTO (ITC), IMF, World Bank, the World Trade Organization and UNDP) to prepare three diagnostic trade integration studies (DTIS) for three pilot countries (Cambodia, Madagascar and Mauritania);

(v) Yet another example of greater collaboration is the ITC/UNCTAD/World Trade Organization Joint Integrated Technical Assistance Programme to Selected Least Developed and Other African Countries (JITAP) which is a capacity-building programme on multilateral trade issues involving partnership among their organizations and eight beneficiary countries (Benin, Burkina Faso, Côte d'Ivoire, Ghana, Kenya, Tunisia, Uganda and the United Republic of Tanzania). JITAP is supported by 13 donors and pioneers a bottom-up, integrated and comprehensive approach to delivery of trade-related technical assistance at the country and intercountry levels;

(vi) In the area of market access and trade facilitation, UNIDO launched an inter-agency initiative for developing a comprehensive package of assistance to help developing

countries improve their market access under the auspices of HLCP. Inter-agency consultations have been undertaken and an agreement between ITC and UNIDO to collaborate on trade facilitation in the Central American region has been reached. UNCTAD and the World Trade Organization are also expected to participate in the programme. The programme aims to identify problems faced by three agro-industrial subsectors in export markets, strengthen national and regional quality support infrastructure in such areas as testing, metrology, certification and accreditation, and build institutional capacity to assist enterprises in the adoption of international product and process standards as well as technical regulations;

(vii) The Food and Agriculture Organization of the United Nations (FAO), in cooperation with the World Health Organization (WHO), the International Office of Epizootics (OIE), the World Bank and the World Trade Organization, is launching an inter-agency facility to strengthen the capacity of least developed countries to achieve food safety and quality standards recognized by the World Trade Organization Agreements. This should help to contribute to greater market access for the commodities by least developed countries;

(viii) To move towards halving hunger by 2015, 14 agencies collaborate within an FAO-facilitated Inter-Agency Working Group on Food Insecurity and Vulnerability Information and Mapping System (FIVIMS). A shared commitment of the Group is to reduce global food insecurity and vulnerability and to attack its multiple causes, which are closely linked to poverty. The Group also seeks to improve data quality and analysis through the development of new tools and capacity-building in developing countries;

(b) Health:

(i) WHO has taken the lead in connection with a number of important collaborative initiatives to help implement the health-related goals of the United Nations Millennium Declaration. These include the Roll Back Malaria project which is a strategic partnership among various agencies within the United Nations system at the global, regional, and country levels. At the global level, this project involves close collaboration between WHO and the United Nations Children's Fund (UNICEF), the World Bank and UNDP. At the regional level, the project involves many actors from the regional offices of WHO, UNICEF, the African and Asian Development Banks, the European Commission, the Organization of African Unity (OAU), the South Asian Development Commission and others. Country-level collaboration also includes the United Nations Educational, Scientific and Cultural Organization (UNESCO) and, in some countries, FAO;

(ii) The efforts of WHO to enhance system-wide collaboration towards achievement of the millennium development goals is also illustrated in the work being undertaken by its Department of Vaccines and Biologicals (V&B) on poliomyelitis eradication, reduction of measles mortality, elimination of maternal and neonatal tetanus, introduction of new vaccines and strengthening of routine immunization systems. Progress on polio eradication since 2000 has been outstanding, with the number of polio-infected countries cut in half to just 10, and the total number of cases reduced by two thirds, to less than 1,000. Polio eradication is in clear sight as a result of a strong public/private sector partnership, spearheaded by WHO, UNICEF, the World Bank and several public and private organizations and foundations;

(iii) Similar collaborative efforts involving WHO and UNICEF are under way to support an immunization campaign against measles targeting approximately 70 million children in 17 African countries;

(iv) The Global Alliance for Vaccines and Immunization (GAVI) is an important partnership among WHO, UNICEF, the World Bank and other public and private foundations, dedicated to ensuring that all children, however poor, have equal access to vaccines. GAVI also works to spur the development of new vaccines against major killers that primarily affect the world's poorest people. At present, 38 countries receive support for the introduction of new and underused vaccines, 39 countries for the strengthening of routine immunization services and 11 countries for the practice of safe injection;

(c) Protecting the common environment:

(i) With the United Nations in the lead, the United Nations system is supporting the preparatory process for the World Summit on Sustainable Development at the local, national, regional and global levels. At the local level, the United Nations Secretariat (Department of Economic and Social Affairs), in cooperation with UNDP, launched an international survey for the 10-year anniversary in 2002 of the United Nations Conference on Environment and Development, held in Rio. At the national level, the United Nations Secretariat, UNEP and UNDP provided assistance to countries in support of national-level preparations. UNEP regional offices, the United Nations regional commissions, UNDP and the United Nations Secretariat as well as other institutions took the lead in organizing preparatory activities at the regional level;

(ii) In February 2001, the Governing Council of UNEP established an Open-ended Intergovernmental Group of Ministers or Their Representatives (IGM) to undertake a comprehensive policy-oriented assessment of existing institutional weaknesses as well as future needs and options for strengthened international environmental governance.[2] Among the main issues addressed by IGM was improved coherence in international environmental policy-making (the role and structure of the Governing Council/Global Ministerial Environment Forum), improved coordination among and effectiveness of multilateral environmental agreements, capacity-building, technology transfer and country-level coordination for the environment pillar of sustainable development, and enhanced coordination across the United Nations system, specifically in respect of the role of the Environmental Management Group (EMG);

(iii) UNIDO and UNEP have also been collaborating to ensure environmental sustainability through their joint UNIDO/UNEP National Cleaner Production Centres (NCPC) programme. This programme had established a total of 22 centres in developing countries and economies in transition by the end of 2001. NCPCs have assisted companies in rationalizing their production processes and saving money on raw materials, energy, water and water treatment. UNIDO is the executing agency and UNEP assists in the provision of strategic environmental guidance and support. The ultimate goal of the NCPC programme is to increase the application and raise the awareness of cleaner production in industry and to encourage the inclusion of cleaner production measures in national environmental policy and legislation in developing countries and economies in transition. Both UNIDO and UNEP addressed the sixth annual meeting of NCPC directors held in Seoul in November 2001 where a proposed future strategy was put forward to enhance the needs-driven approach of the programme.

III. Strengthening system-wide support for the sustainable development of Africa

21. In April 2001, CEB undertook an assessment of international initiatives geared to supporting African countries in addressing the major development and other challenges facing the continent. It did so in the light of recommendations of HLCP that had highlighted the special significance of the emergence, from within the continent, of a single Africa-owned and Africa-led framework for action. Such a unified framework would enable the system to utilize scarce resources in the most effective way possible, facilitate monitoring of the system's own performance in support of priorities established by African Governments themselves, and encourage donor countries to meet their commitments in Africa.

22. Executive Heads considered that the system engagement could have the desired impact only if it is built on African ownership, political commitment and leadership. In intensifying its cooperation, the system should support, and act in concert with, regional and subregional bodies in Africa, in particular the Economic Commission for Africa (ECA) and OAU.

23. CEB strongly reiterated that a substantial increase in ODA to Africa was another crucial condition for renewed progress in Africa. With direct investments in Africa amounting to only 1.2 per cent of total FDIs, most of it concentrated in a few countries, increased ODA flows are an essential requirement for effectively tackling the capacity and other basic constraints affecting the region. It was estimated that Africa would

need to grow by 7 per cent for a decade if it was to meet the United Nations Millennium Declaration target of halving the incidence of poverty by 2015.

24. Meeting the challenge of capacity-building in Africa must proceed in parallel with development of comprehensive and coherent responses to economic, environmental and political crises, effectively combining peace-building, emergency assistance and longer-term support measures. This multi-pronged approach had worked successfully in addressing the drought in the Horn of Africa, involving a short-term effort to alleviate food shortage and a long-term undertaking to achieve food security, and provided important lessons on which the system could build.

25. Drawing on the outcome of the high-level segment of the substantive session of 2001 of the Economic and Social Council, immediately following the OAU Summit in Lusaka, Executive Heads, at the second regular session of CEB held in October 2001, reiterated that Africa is and should remain a major focus for the political, development and humanitarian work of the system. The organizations of the system should continue to emphasize the African dimension in their global work and provide visible and vocal support for the New Partnership for Africa's Development (NEPAD), endorsed at the Summit. It was recognized that the shift from a donor-driven to an Africa-led development process will require important adjustments in the focus of international support to reflect the priorities identified by African leaders (see ACC/2001/5, sect. III).

26. A number of specific areas where urgent action was required in line with the priorities set out in NEPAD were highlighted by CEB. They included poverty eradication, the nexus between poverty (particularly rural poverty) and employment, building human capital, combating human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS), supporting the emergence of small and medium-sized enterprises especially in agriculture, revitalizing African markets, monitoring market access, supporting infrastructure development, helping protect the environment and biodiversity, and providing support for renewed efforts to bridge the digital divide, such as the African Information Society Initiative.

27. The implementation mechanisms established in the framework of NEPAD as well as the African peer review mechanism, whereby African countries would hold each other accountable for progress in implementing NEPAD, were seen as key to sustainability and success. Equally crucial was the joint mechanism of "mutual accountability" between donors and African countries which would monitor progress made by programme countries as well as fulfilment by donor partners of their commitments.

28. CEB agreed that, at the regional level, ECA would continue to act as the system's key interlocutor with African countries on NEPAD, and that, at the country level, UNDP should help coordinate the system's support and progress monitoring. The Poverty Reduction Strategy Paper (PRSP) was seen as a key tool for articulating the support of the United Nations system to African Governments in implementing NEPAD. In terms of the attitude of the international community, the importance of combating a posture of "public promises and private pessimism" towards Africa was strongly emphasized.

29. CEB concluded that the system, in following up on NEPAD should pursue a deliberate strategy: (a) to engender support for NEPAD, both within Africa and in the international community, and to fight cynicism and to nurture an atmosphere of optimism and seriousness of commitment; (b) to integrate the implementation of the Initiative in the broader follow-up processes of the United Nations Millennium Declaration and in the agenda and outcomes of forthcoming conferences and summits; (c) to work with African countries and their regional organizations to strengthen inter-agency coordination at the regional level within the framework of ECA; (d) to make full use of existing country-level mechanisms while supporting ongoing processes of review and improvement of national coordination frameworks, particularly the PRSPs, gearing those frameworks towards reinforcing national leadership and national capacity-building; (e) to mobilize support for effective country-level implementation; and (f) to set in motion a systematic process of close monitoring of the United Nations system performance at the country level within the framework of NEPAD.

30. CEB fully shared the view expressed at the Economic and Social Council that, in the new circumstances, the final review of United Nations New Agenda for the Development of Africa in the 1990s[3] in the General Assembly should be forward-looking and should be seen as an opportunity for learning what lessons a comprehensive assessment of the role played

so far by the system and the international community in supporting Africa's development held for the future.

IV. Reform of the inter-agency machinery

31. The twin purposes of the reforms being introduced in the functioning of CEB, drawing on the report of an independent review team established by the Secretary-General, are to strengthen inter-agency cooperation and to strengthen inter-agency support for intergovernmental bodies.

32. Executive Heads will continue to draw upon the programme of work of the Economic and Social Council, as well as issues before intergovernmental bodies of the system, to formulate the CEB programme of work and strongly support the Council's initiative to invite groups of Executive Heads to take part, on a regular basis, in dialogues with the Council. CEB will continue to keep the Council regularly informed of inter-agency coordination, utilizing its annual overview reports to bring to the attention of the Council and intergovernmental bodies of the system, major developments of system-wide interest.

33. In the context of this reform process, several decisions were taken to further the unity of purpose and coherence of actions within the system. These included: (a) a commitment on the part of all members of CEB to undertake systematic consultations prior to the launching of major initiatives requiring contributions from other CEB members and to keep the governing bodies duly informed of the outcome of these consultations; (b) adopting methods of work that ensure a participatory process in setting the CEB agenda; (c) organizing CEB sessions so as to encourage a greater sense of common ownership through more extensive private meetings, a streamlined agenda for formal sessions focused on major issues of system-wide concern, and the holding of a "retreat", in conjunction with each session; and (d) increasing the use of ICT for continuous consultation and information and knowledge-sharing.

34. Another important feature of the reform process was the establishment of a new, streamlined subsidiary structure. This process involved the: (a) establishment of two high-level committees, HLCP and HLCM, composed of senior-level officials dealing with, respectively, programmes and management in CEB member organizations and responsible to CEB for fostering system-wide cooperation and coordination as well as knowledge and information-sharing in, respectively, policy, programme and operational issues and administrative management matters; (b) the adoption of a new, flexible approach to coordination relying on ad hoc, time-bound, task-oriented arrangements to accomplish common tasks rather than permanent or standing bodies; and (c) establishment of a network of focal points or "Sherpas" who could be consulted and could interact, on behalf of Executive Heads, on all issues relating to the organization and agendas of the CEB sessions. A related key feature of the reform process was the consolidation of the various secretariats[4] servicing the inter-agency machinery into a single, jointly financed secretariat co-located in New York and Geneva.

35. This reform process reflects a substantive shift in the nature of inter-agency coordination. As noted in one of the briefings that are regularly provided to the Economic and Social Council on the work of CEB, one can, in retrospect, identify three broad phases in the United Nations system's approaches to inter-agency coordination over the years. A first, brief phase, in the early years of the system, where the emphasis was on process and the interpretation and implementation of the relationship agreements, was followed by a second, much longer phase, where attention gradually shifted from process to coordination of actual activities. Within that phase, a progressive shift took place over the years from ex post facto coordination — characterized by the presentation of what used to be called "clear and comprehensive pictures" of what the system as a whole was doing in a particular area — to an effort to consult and concert activities at the programming stage. This was the period not only of inter-agency institution-building, but also of institutional proliferation — of the creation of many different subcommittees, each dealing with an area of inter-agency concern.

36. A third phase in inter-agency coordination emerged in the 1990s, around the many global conferences that characterized that decade. Conference processes were inclusive and served to create an unprecedented sense of common ownership and commitment within the system to advancing the outcomes of these conferences. They provided the system with a set of broad policy objectives around which it could rally, and in relation to which common

impact could be measured. It was at this time that a first significant streamlining of inter-agency structures took place, away from individual programmes areas, and focusing on cross-sectoral policy objectives, such as sustainable development and gender mainstreaming. A similar evolution took place, during this period, as regards the way in which the Economic and Social Council itself has increasingly come to approach its interactions with the agencies and, more generally, its policy coordination role, focusing on the integration of the outcomes of these global conferences.

37. The Millennium Summit represented both the culmination of this phase and the beginning of a new phase, where the organizations of the system now have, in the United Nations Millennium Declaration, a single overarching policy framework, to which they are individually and collectively committed. The new name of ACC is intended to reflect this new state of play and this collective commitment. The expression "Chief Executives *Board*" rather than *Committee* is meant to reflect the transition from a collection of organizations that come together to "compare notes", to a collegial body whose participants share a collective responsibility for nurturing the new reality that the system has come to represent.

38. In October 2001, in concluding this process, CEB considered that networking among agency specialists in different sectors had reached a sufficient level of maturity and that the two new High-level Committees on Programmes and on Management,[5] had sufficiently consolidated their work, to make it possible to replace the rest of the inter-agency machinery — which had, until then, been organized as a hierarchic and somewhat rigid system of inter-agency committees and subcommittees — by a more flexible system of "networks" of specialists in different areas who would interact on a continuing basis utilizing modern information technology, and by ad hoc inter-agency groups that would meet, as required, around specific tasks, would often be facilitated by a lead agency, and would be disbanded when the task was accomplished. Less formal, more business-like methods of work — that de-emphasize form and emphasize products and results — should not only serve the interests of cost-efficiency, but also help meet more effectively the requirements of intergovernmental bodies that will have from now on direct access to two sets of interlocutors — the Executive Heads in CEB and the High-level Committees relating to the apex intergovernmental bodies, particularly the Economic and Social Council, and different inter-agency networks of specialists interacting directly with the specialist intergovernmental bodies, particularly the functional commissions.

39. In view of these decisions, the secretariats of the former subsidiary bodies were invited to initiate consultations on how best the CEB decisions could be implemented so that HLCP could be informed. Below is a status summary regarding each former subsidiary body:

(a) Women and gender equality: an Inter-Agency Network on Women and Gender Equality has replaced the former Inter-Agency Committee; new arrangements have been agreed upon to strengthen inter-agency contacts and collaboration throughout the year, including an annual meeting just prior to session of the Commission on the Status of Women;

(b) Sustainable development: at its meeting in March 2001, the Inter-Agency Meeting on Sustainable Development (see ACC/2001/1) agreed on more flexible working arrangements for inter-agency coordination, including opening its membership to organizations outside the United Nations system working in the field of sustainable development and meeting once rather than twice a year but making greater use of electronic communication and ad hoc time-bound task forces. As part of the World Summit on Sustainable Development process, consultations are under way regarding strengthening governance for sustainable development at the national, regional and international levels. The focus and form of future inter-agency coordination are among the items being discussed in these consultations. Thus, new arrangements and/or working methods for inter-agency coordination in this area will not be finalized until after the summit;

(c) Public information: a new United Nations Communications Group has replaced the former Joint United Nations Information Committee (JUNIC), resulting in more substantive, flexible and task-oriented approaches in promoting coordination in the field of public information. Annual meeting at the level of the heads of public information offices will be the occasion for addressing key policy issues of priority for the system and for guiding the work of task forces and other ad hoc arrangements throughout the year;

(d) Oceans and coastal areas and water resources: inter-agency consultations on new, more flexible arrangements for inter-agency coordination in these two areas, have been initiated but not finalized, pending, inter alia, the outcome of the World Summit on Sustainable Development process, particularly as it relates to governance;

(e) Nutrition: the former Subcommittee on Nutrition has been replaced by a United Nations system Standing Committee on Nutrition, increasing the use of task forces and electronic communication for consultations;

(f) Statistics: the members of the former ACC Subcommittee on Statistical Activities have continued to carry out necessary coordination on a task-oriented basis and using lead agency arrangements. In September 2001, an agenda of future inter-agency statistical work was agreed upon. The agenda focuses particularly on coordination of statistical data collection to reduce reporting burdens on countries, coordination of trade statistics and coordination of development indicators in the context of follow-up to major United Nations conferences and summits and the United Nations Millennium Declaration;

(g) Demographic estimates and projections: meetings of United Nations system specialists in charge of producing or using population and sectoral estimates and projections will be organized in an ad hoc fashion according to need; interactions will focus on technical matters of common concern relevant to the preparation of estimates and projections; and coordination of production schedules and outputs will be carried out, as necessary, by e-mail or other means of communication. The Population Division of the United Nations Secretariat will endeavour to use occasions where meetings with relevant partners can take place in conjunction with other activities to maintain the flow of information between users and producers of population data;

(h) Drug control: coordination in the field of drug control and crime prevention will henceforth be undertaken by an inter-agency network of focal points in these areas. This inter-agency network will continue, under the leadership of the Office for Drug Control and Crime Prevention, to meet as and when necessary, and will strengthen consultations with other interested entities such as civil society and regional and sectoral organizations.

40. This more decentralized system requires strengthened communications and information links that the consolidated CEB secretariat under the guidance of HLCP will help ensure. A key task of the secretariat will also be to ensure that CEB strategies, in response to overall intergovernmental policy directives, provide the connective tissue for the substantive work of the various networks, and that indications from their work that have implications for strategies of CEB are sifted and made to enrich its own work.

Staff security and safety

41. During 2001, CEB continued to accord high priority to staff security and safety. It endorsed a new cost-sharing formula for security-related costs both at Headquarters and in the field. Under this arrangement, the United Nations will bear costs associated with the Office of the United Nations Security Coordinator relating to overall management of security. The remaining headquarters positions responsible for field support, as well as the costs related to the Field Security Officers, will be cost-shared among the concerned agencies, programmes and funds.

United Nations System Staff College

42. During 2001, Executive Heads considered arrangements for the institutionalization of the United Nations System Staff College. They endorsed the approaches to the functioning of the Staff College recommended by HLCP covering (a) its strategic functions as a system-wide demand-driven institution dedicated to innovation and reform across the United Nations system and focused on fostering a common United Nations system culture, cooperation and knowledge-sharing between agencies on managerial and strategic policy issues of common concern; (b) its governance, based on the new CEB High-level Committees; and (c) its funding arrangements comprising a core budget jointly funded by organizations, fees for its courses and voluntary funding.

43. Since then, in accordance with the new statutes for the Staff College approved by the General Assembly in its resolution 55/278 of 7 April 2001, the new inter-agency Board of Governors of the College, chaired by the Deputy Secretary-General, has begun

operations. It is supported by a technical review panel convened by the Secretary of CEB.

V. Assistance to countries invoking Article 50 of the Charter of the United Nations

44. Information on the measures taken by the United Nations system to provide assistance to third States affected by the implementation of sanctions imposed on Iraq and the Federal Republic of Yugoslavia was first contained in the report of the Secretary-General on the question of special economic problems of States as a result of sanctions imposed under Chapter VII of the Charter of the United Nations (A/48/573-S/26705) and thereafter in the annual overview reports of ACC (E/1993/81, E/1994/19, E/1995/21, E/1996/18 and Add.1, E/1997/54 and Corr.1, E/1998/21, E/1999/48, E/2000/53 and E/2001/55). In addition, the Secretary-General has submitted five reports to the General Assembly (A/49/356, A/50/423, A/51/356, A/52/535 and A/54/534) in the context of economic assistance to States affected by the implementation of sanctions imposed on the Federal Republic of Yugoslavia. Since 2000, the report on that subject has been superseded by the report of the Secretary-General on economic assistance to the Eastern European States affected by the developments in the Balkans (A/55/620 and Corr.1, and A/56/632).

45. The General Assembly, in its resolution 56/110 on economic assistance to the Eastern European States affected by the developments in the Balkans, having taken note of the latest report of the Secretary-General on the subject (A/56/632) and the conclusions contained therein, welcomed the support already provided by the international community, in particular by the European Union (EU) and other major donors, to the affected States to assist them in coping with their special economic problems during the transition period following the developments in the Balkans. In the same resolution, the Assembly invited all States and the relevant international organizations, both within and outside the United Nations system, in particular the international financial institutions, to continue to take into account the special needs and situations of the affected States in providing support and assistance to their efforts for economic recovery, structural adjustment and development; and requested the Secretary-General to report to the Assembly at its fifty-eighth session on the implementation of the resolution.

46. Moreover, the General Assembly, in its resolution 56/87 on the implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, welcomed the report of the Secretary-General (A/53/312) containing a summary of the deliberations and main findings of the ad hoc expert group meeting on developing a methodology for assessing the consequences incurred by third States as a result of preventive or enforcement measures and on exploring innovative and practical measures of international assistance to the affected third States, and renewed its invitation to States and relevant international organizations within and outside the United Nations system that had not yet done so to provide their views regarding the report of the ad hoc expert group meeting. It also requested the Secretary-General to ensure that the competent units within the Secretariat developed the adequate capacity and appropriate modalities, technical procedures and guidelines in pursuance of the implementation of Assembly resolutions 50/51, 51/208, 52/162, 53/107, 54/107 and 55/157, and to expedite the preparation of a report to the Assembly containing his views on the deliberations and main findings, including the recommendations, of the ad hoc expert group meeting, taking into account the views of States, the organizations of the United Nations system, international financial institutions and other international organizations, as well as the Chairman's proposed outcome of the informal working group of the Security Council on general issues relating to sanctions.

47. Also in resolution 56/87, the General Assembly reaffirmed the important role of the Assembly, the Economic and Social Council and CPC in mobilizing and monitoring the economic assistance efforts of the international community and the United Nations system on behalf of States confronted with special economic problems arising from the carrying out of preventive or enforcement measures imposed by the Security Council and in identifying solutions to the special economic problems of those States. The Assembly took note of the decision of the Economic and Social Council, in its resolution 2000/32 of 28 July 2000, to continue its consideration of the question of assistance to third States affected by the application of sanctions, and decided to transmit the most recent

report of the Secretary-General on the implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions (A/56/303) to the Economic and Social Council at its substantive session of 2002. The Assembly invited the organizations of the United Nations system, international financial institutions, other international organizations, regional organizations and Member States to address more specifically and directly, where appropriate, special economic problems of third States affected by sanctions imposed under Chapter VII of the Charter of the United Nations and, for that purpose, to consider improving procedures for consultations to maintain a constructive dialogue with such States, including through regular and frequent meetings as well as, where appropriate, special meetings between the affected third States and the donor community, with the participation of United Nations agencies and other international organizations.

48. The relevant components of the United Nations system and related organizations, including the international financial institutions, are fully aware of the special needs and concerns of the affected States. Most of them had provided their views and constructive comments on the outcome of the ad hoc expert group meeting on the implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions, as contained in the reports of the Secretary-General on the subject (A/54/383 and A/55/295 and Add.1). Their governing bodies remain committed to responding positively to requests for assistance to States confronted with special economic problems as a result of implementing preventive or enforcement measures imposed by the Security Council.

Notes

[1] See General Assembly resolution 55/2.

[2] See *Official Records of the General Assembly, Fifty-sixth Session, Supplement No. 25* (A/56/25, annex, decision 21/21, para. 2).

[3] General Assembly resolution 46/151, annex, sect. II.

[4] The Office for Inter-Agency Affairs which serviced and supported ACC and its Organizational Committee, the different secretariats of the former Consultative Committee on Programme and Operational Questions, the former Consultative Committees on Administrative Questions (Personnel and General Administrative Questions, and Financial and Budgetary Questions) and the former Information Systems Coordination Committee.

[5] A fuller description of the terms of reference of these two new Committees, and an account of the reorganization in the administrative and management area, may be found in document ACC/2001/5.